

BMIH6008 Hotel Placement Research Project

Level 6

Module Lead: Dr. Ernest Balutie Wavei

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Register





Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

200
1822 - 2022

Before we start

Please ensure that your microphone is muted during all teaching.

Your camera must be always on during lectures please.

You must join via a laptop or PC/MAC—No attendance permitted on phones or tablets

Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales

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Research Project workshops and Supervision:

Week 1-3: Workshops on how to approach the Research Project:

Week 1 workshop: An Overview of the Research Project, Structure, and Introduction

Week 2 workshop: Literature Review, Methodology, Case Study Hotel Overview and Findings

Week 3: workshop: Discussion, Conclusion and Recommendations/Practical Strategies

Send me the research proposal via email so i can tell you if you choose a feasible theme/topic to work on.

Week 2-6: Writing/Supervision Time open for 1-to-1 sessions if you book it by email at least 24 hours in advance):

Monday (Group B)	9:30AM-1:00PM	Dr. Ernest Balutie Wavei
Tuesday (Group A)	9:30AM-1:00PM	Ben Chong
Wednesday (Group D)	9:30AM-1:00PM	Ben Chong
Thursday (Group C)	9:30AM-1:00PM	Dr. Ernest Balutie Wavei

Week 6-7: **Draft Submission Deadline: 24th February 2025, 17:00** (not compulsory).

Week 8: **Final Submission Deadline: 3rd March 2025, 23:59**

Where Are We Now?

Module:	Contemporary Themes for the Hotel and Hospitality Sector
Week	Lecture Topic
1	Introduction to the Module Assignment introduction and suggested structure (1) Theme/Topic Abstract/Executive Summary Introduction
2	Assignment introduction and suggested structure (2) Literature Review, Methodology, Case Study Hotel Overview and Findings Topic Confirmation Ethic form
3	Assignment introduction and suggested structure, Discussion, Conclusion and Recommendation/Practical Strategies (3) Independently complete the research project
4	Independently complete the research project
5	Independently complete the research project
6	Independently complete the research project
7	Independently complete the research project
8	Module Feedback and assignment submission

Recap

What did we do last week?

Role of Research Supervisor and Student

Your Supervisor (me):

- Your supervisor is there to guide you, not to do or write your research project for you.
- Your supervisor will be available to meet you at appropriate, mutually agreed times.
- Your supervisor will keep a record of your attendance and progress.

Responsibilities of the Student (you):

- To engage with module material and attend set meetings with the supervisor.
- To adhere to the Project Plan timetable and inform your supervisor of any problems.
- To supply a complete final draft to the supervisor in sufficient time for reading / comment.
- Provide your supervisor drafts materials, when required.
- Independently complete the hotel placement research project

Assignment Task

Students are to produce a **7,500 word** 'Placement Research Project'.

Task Specifics:

Students are to critically investigate **ONE** “specific topic or theme” that directly relates to the completed hotel placement experience.

*NOTE1: Students **MUST** use their **placement hotel** as the primary case study for this piece of work.*

*NOTE2: Please choose **ONE** theme or topic to explore in that hotel. **For example**, customer experience, marketing, staff shortage, health and safety in hospitality, brand loyalty, technology...*

Assignment Submission

Submission Deadline:	3 rd March 2025, 23:59	Return date of provisional marks & written feedback:	31 st March, 23:59
Draft Deadline:	24 th February 2025, 23:59		

Assignment Submission



Report Assignment must be submitted to Moodle via the **correct** Turnitin portal by the deadlines set.



If you submit your assignment 7 days late you **will be capped at 40%**. If you submit your assignment more than 7 days late you will receive 0.

Today's Objectives

1. Topic confirmation
2. Ethic form
3. Discuss Literature Review section.
4. Discuss the Methodology section.
5. Case Study Hotel Overview and Findings reporting

Last Week Homework

Based on your hotel placement experience, choose an interesting issue, and formulate your research topic and write introduction.

Last Week Homework

Present your topic and introduction

Ethic form

The due day for submission: **4th February**

Submission link: Moodle- Assessment - Ethnic Form submission - January 2025 Term

Please follow the instructions to fill in the forms concisely

Ethic form

You have **10 minutes to review the Ethics Form**. If you have any questions, please let me know.

NOTE: The highlighted yellow sections are the parts that need to be filled out. The blue sections are samples. Remember to delete them after completing the form



APPLICATION FOR ETHICAL APPROVAL

RESEARCH STUDENTS

This form is to be completed by the student within **SIX** months for full-time students and **TWELVE** months for part time students, after the commencement of the research degree or following progression to Part Two of your course.

Once complete, submit this form via the [MyTSD Doctoral College Portal](https://mytsd.uwtsd.ac.uk) at (<https://mytsd.uwtsd.ac.uk>).

This document is also available in Welsh.

RESEARCH STAFF ONLY

All communications relating to this application during its processing must be in writing and emailed to prresearch@uwtsd.ac.uk, with the title 'Ethical Approval' followed by your name.

STUDENTS ON UNDERGRADUATE OR TAUGHT MASTERS PROGRAMMES should submit this form (and receive the outcome) via systems explained to you by the supervisor/module leader.

In order for research to result in benefit and minimise risk of harm, it must be conducted ethically. A researcher may not be covered by the University's insurance if ethical approval has not been obtained prior to commencement.

The University follows the OECD Frascati manual definition of **research activity**: 'creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of man, culture and society, and the use of this stock of knowledge to devise new applications'. As such this covers activities undertaken by members of staff, postgraduate research students, and both taught postgraduate and undergraduate students working on dissertations/projects.

The individual undertaking the research activity is known as the 'principal researcher'.

Ethical approval is not required for routine audits, performance reviews, quality assurance studies, testing within normal educational requirements, and literary or artistic criticism.

Please read the notes for guidance before completing ALL sections of the form.

This form must be completed and approved prior to undertaking any research activity. Please see Checklist for details of process for different categories of application.

SECTION A: About You (Principal Researcher)

1	Full Name:			
2	Tick all boxes that apply:	Member of staff:	☐ Honorary research fellow:	☐

How to approach the Research Project?

Structuring your research project

Structure for writing the Research Project

Theme/topic

Abstract/Executive Summary

Contents/Table of Contents

Introduction

Literature Review

Methods

Case Study Hotel Overview and Findings

Discussion

Conclusion

Recommendations/Practical strategies

References

Structuring the Research Project

Theme/topic: Clearly state the focus, scope, and purpose of the study.

Abstract/Executive Summary: Concisely outline the purpose, key findings, and recommendations of the research project.

Contents/Table of Contents: The contents page should list the different sections and/or headings together with the page numbers.

Introduction: Clearly present a concise background to the research project. It should include an overview of the case study, highlighting the hotel brand, its location, the key theme or topic to be explored within the study and associated research objective or question. **(500 words)**

Literature Review: Critically and systematically analyse existing research and scholarly literature related to the selected topic and identify research gaps. **(1200 words)**

Structuring the Research Project

Methods: Present an overview of the Case Study Methodological approach, supported by academic sources to explain its advantages, limitations, and associated techniques. Explain any significant methods employed, such as netnography, providing a comprehensive discussion of their relevance and application. **(500 words)**

Case Study Hotel Overview and Findings: Provide a comprehensive and detailed overview of the placement hotel, including relevant information about the hotel, its brand, and location as well as the practical problem you have problem identified. Include *SWOT*, *PEST*, *Competitor Analysis and reflective account*. **(2,200 words)**

Discussion: Critically interpret and analyze the research findings in relation to the existing literature, addressing the research topic, research objective or research question, exploring implications, acknowledging limitations, and pointing out valuable areas critical to the placement hotel operation. **(2000 words)**

Structuring the Research Project

Conclusion: Summarise the key findings and essential points from the research work. It should serve to reiterate the most critical aspects discussed in the research. **(300 words)**

Recommendations/Practical strategies: Based on the findings, insights, and experiences acquired during the placement, provide a set of well-informed recommendations to support the placement hotel in improving its performance or optimising its operation. **(800 words)**

References: Your references should list, in alphabetical order by author, all published sources referred to in your research work. Resources should be listed in alphabetical order (See Harvard Referencing Guide). Please remember for this length of academic writing, you must include a minimum of 75 reference sources.



Structuring the Research Project

Building upon the knowledge acquired last week, we have developed an understanding of topic formulation and the principles of writing effective introductions.

We will now proceed to focus on writing the subsequent three sections:

Literature Review

Methods

Case Study Hotel Overview and Findings

Steps in Conducting a Literature Review

A literature review is a comprehensive summary and analysis of existing research and scholarly works on a specific topic. It identifies key themes, trends, gaps, and debates within the field, providing context for new research or a deeper understanding of the subject.

- Define the **Research Topic**: Determine a specific topic or question.
- **Search for Relevant Literature**: Use academic databases such as Google Scholar, JSTOR, and PubMed.
- Evaluate and **Select Sources**: Assess the credibility, relevance, and contribution of each source.
- **Organise the Literature**: Categorise themes, patterns, or methodologies.
- **Synthesize the Information**: Combine different sources to provide a comprehensive understanding of the topic.

How to write Literature Review

1. To choose **ONE theme** to discuss (e.g., **Staff shortage**)
2. **Search Keywords**: "Staff shortage" "hospitality" "Labor shortage in hospitality" "Employee shortage in hotels" "Workforce crisis in hospitality"
Databases to Use: Google Scholar, JSTOR, ScienceDirect etc.
3. **Selection Criteria**: Peer-reviewed articles published in the last 10 years, focusing on empirical studies.
4. Organise literature: to **summarise** and **synthesis** existing research. Here, words such as Author A or B argued, claimed, proposed, suggested, concluded etc. are relevant to drive home your assessment.

Example: writing Literature Review on staff shortage in the hospitality industry

Ask yourself the following questions and search for solutions in previous studies/research:

What: what are the **impacts** of staff shortage?

Why: what **factors** lead to staff shortage?

How: how to increase the staff retentions? (**solutions** provided)

3 categories: impacts/factors/solutions

Sample Literature Review on staff shortage

2.2 Turnover in the hospitality industry

High turnover is another major challenge in the hospitality industry, and innovative HR strategies are required to retain employees (Cheng & Brown, 1998; Karatepe & Kilic, 2007). Current statistics show that the employee turnover rate in the hospitality industry ranges from 30% to 73% worldwide (Malyarov, 2020). The average turnover rate in the hospitality industry is extremely higher than in other sectors (Cicerale, 2020). Prior research (see Abdien 2019; Dusek et al. 2014; Mohsin et al. 2015) has documented many drivers related to high employee turnover in the hospitality industry. Recent work has confirmed these findings and suggested new directions. For example, Qui et al. (2015) documented the antecedents of employee turnover intention in China and reconfirmed common themes, such as promotional and advancement opportunities, work-life balance, work-group cohesion, leadership factors, and wages. They also found that employees' fit in the community and with their city's lifestyle were important reasons for employee retention.

Chen and Wu (2017) also found a correlation between transformational leadership behaviors, leader-member exchange, and psychological breach in the Taiwanese hotel context. They suggested that if hospitality organizations recruit managers with better transformational leadership skills, they can formulate more beneficial relationships with their team members, which is reflected in greater trust, commitment, and respect. As employees' psychological bonds with their leaders are enhanced, turnover intention decreases. Gordon, Tang et al. (2019) similarly revealed the relationship between supervisor support and turnover intention, which is mediated by subjective well-being, and found that perceived higher levels of support from supervisors result in higher subjective well-being, thus reducing turnover intention.

Dusek et al. (2014) divided the drivers of turnover intention into two categories: personal and organizational characteristics. They found that service orientation as a personal characteristic directly influenced job satisfaction and organizational commitment, through which service orientation indirectly impacted employee turnover intention. Service orientation is a set of personality traits such as being kind, helpful, sociable, and cooperative that make some

2.3 Recommendations for employee retention strategies in hotels

Knowledge about turnover predictors has led to hospitality literature identifying effective strategies for employee retention. Some of these strategies are general, such as training and development, improved compensation, and effective recruitment (Lee & Way, 2010; Moncarz et al., 2009; Pizam & Shani, 2009), while others are specific to particular groups of employees or organizations. For example, younger employees, or Generation Y, tend to demand career progression opportunities more than older staff or baby boomers (Meyers & van Woerkom, 2014; Terjesen et al., 2007); are technologically savvy and goal-oriented (Terjesen et al., 2007); and place greater importance on the attractiveness of their organization's social environment (Josiam et al., 2008; Scoot & Revis, 2008), work-life balance, enjoyable and fair work and express ideas (Qui et al. 2015; Nassar & Zaitouni, 2015). Therefore, HR managers should develop strategies that incorporate supporting employees (Gordon, Adler et al., 2019), staff attitude, and background knowledge into HR practices to manage employees' expectations efficiently (Fok & Yeung, 2016).

Other trends, such as job specialization and increased use of information communication technologies, are changing the competencies and skills required for hotel professionals (Silva & Martins, 2016). Therefore, current studies have emphasized several innovative and classic HRM practices.

Another sample: Literature Review on Staff shortage

Staff shortages in the hospitality industry have become a pressing issue worldwide, with numerous factors contributing to this challenge. **One of the primary reasons is the unfavorable working conditions often associated with hospitality roles**, including low wages, long working hours, and high levels of job insecurity (Ibrahim, 2018; Baum, 2019). These factors not only deter potential employees from entering the industry but also contribute to high employee turnover rates, as workers frequently leave in search of more stable and better-paying jobs in other sectors (Tracey & Hinkin, 2008; Walsh & Taylor, 2007). Studies indicate that employees in hospitality are often faced with unsociable working hours, such as night shifts and weekend work, which negatively impacts work-life balance and leads to burnout and job dissatisfaction (Davidson & Wang, 2011; Cho et al., 2009).

Another significant reason for staffing shortages is the **lack of career development opportunities within the industry**. Employees often perceive hospitality roles as temporary or transitional jobs rather than long-term career options (Baum, 2015; Mooney, 2018). As a result, many workers view these positions as a stepping stone rather than a stable career path, leading to frequent turnover and difficulties in retaining skilled staff (Deery & Jago, 2015). A study by Kim et al. (2015) found that limited promotional prospects and the absence of structured training and development programs significantly decrease job satisfaction and increase the likelihood of employees leaving the industry. Moreover, the issue of inadequate management practices, such as a lack of supportive leadership and insufficient communication, has been linked to increased turnover rates (Davidson et al., 2010).

Methodology

In academic writing, the methodology section is crucial because it explains **how you conducted your research**. This section should be detailed enough to allow others to replicate your study if they wish.

It typically includes:

Research Design;

Participants or Subjects;

Data Collection Methods (qualitative, quantitative, mixed-method). *These three methods are not recommended for this research project ;*

Data Analysis;

Materials and Instruments;

Procedure;

Ethical Considerations;

Limitations.

Methodology

For your research project, you are expected to write **a brief version or just a part** of methodology.

You are required to use case study method and more specifically, netnography as your method of data collection.

Netnography is a qualitative research method used to study social interactions, behaviors, and cultures in online communities. It involves collecting and analysing data from digital platforms, such as forums, social media, and blogs, to understand participants' experiences and practices in their natural online contexts.

Methodology

The **case study methodology** is a research strategy that focuses on exploring, understanding, and contextualising complex phenomena within their real-life settings (Yin, 2018). It is particularly well-suited for investigating situations where the boundaries between the phenomenon and its context are not clearly defined and where multiple sources of evidence can provide a holistic understanding (Eisenhardt, 1989).

Case studies involve the intensive examination of one or a few cases, which can be individuals, organisations, communities, events, or any other unit of analysis (Stake, 2005). Researchers use various **data collection methods** such as interviews, observations, documents, and archival records to gather rich, detailed information about the case(s) under study.

The case study methodology offers several advantages, including the **ability** to explore complex and context-dependent phenomena in depth (Eisenhardt & Graebner, 2007). Generate theories or hypotheses for further investigation (Eisenhardt, 1989). Provide practical insights for addressing real-world problems. Bridge the gap between theory and practice by examining how theoretical concepts manifest in real-life situations (Yin, 2018).

However, case studies also have **limitations**, such as potential bias in data collection and difficulties in generalizing findings to broader populations (Yin, 2018).

Case Study Hotel Overview and Findings

This section should provide a comprehensive and detailed guide to your placement hotel, for a reader who is not familiar with either the brand or the location.

Suggested content:

Descriptive information such as turnover, staffing, numbers of branches and locations from a variety of sources. The use of maps, images and text to convey a sense of the location and geographical and cultural context.

Key analyses such as: **SWOT, PEST, Competitor Analysis (Price vs Quality), Netnography**. Each analysis should include an overview with academic references, your own original diagram or table of analysis, and a review the key features.

Case Study Hotel Overview and Findings

How to effectively write this section:

Choose your placement hotel and provide **some basic analysis to** make it stand out from other hotels.

Provide descriptive information such as turnover, staffing, numbers of branches and locations from a variety of sources.

Conduct key analyses such as: SWOT, PEST, Competitor Analysis (Price vs Quality)

Include a brief reflective account of your placement experience relevant to your topic

Sample: descriptive information

Case Study

Detailed Guide of Hotel Premier Inn Staines

Premier Inn is regarded as one of the largest hotel brands in the United Kingdom and the hotel chain has around 72,000 rooms and 900 hotels at various locations (López-Andreu *et al.*, 2019). One of the locations includes Premier Inn Staines. The respective hotel is situated near the river Thames as it is regarded as one of the tourist attractions. Located very close to Heathrow Airport, public transport is the most feasible option one can opt for while visiting the hotel. The hotel is situated in one of the suburban towns.

Location.

The Premier Inn Staines is located in Staines, Surrey, England. The hotel is surrounded by various attractions, including Thorpe Park and Legoland, followed by Windsor Castle, which makes it a more convenient and obvious choice for families visiting the place (Stapley, 2019).

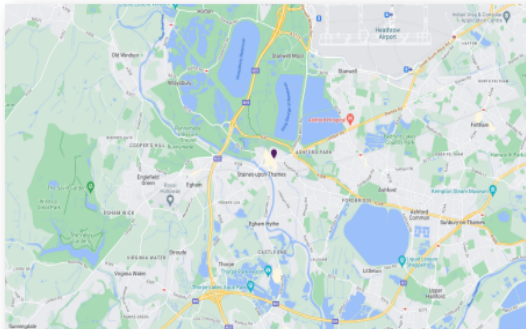


Fig.3: Location of Premier Inn Staines

Source: [premierinn.com](https://www.premierinn.com), (2023)

Thorpe Park is known for its unmissable thrill activities and the Legoland is famous for its games and various rights that mostly the younger kids love.



Fig.3: Logo of Thorpe Park

Source: [thorpepark.com](https://www.thorpepark.com), (2023)



Fig.4: Logo of Legoland

Source: [legoland.com](https://www.legoland.com), (2023)

The majority of the people love, visiting Windsor Castle as it offers a back tour around the gardens (Thomas, 2022). Therefore, with such a cluster of attractions around the hotel Premier Inn Staines, is the choice of many visiting the specified location.



Fig.5: Windsor Castle

Source: [rct.uk](https://www.rct.uk), (2023)

Staffing

As per the reviews of the guests, the staff of the hotel is really helpful and friendly. By analysing the reviews, it was found that the staff are very friendly and provide with the necessary supplies within a fraction of seconds (O'Dea *et al.*, 2021). Early check-in and late checkout is something that the staff of the reception allows by looking into the matter and they also provide alternative solutions if stuck with any obstacle. According to the guest, all the staff are very attentive and well represented and engage with the customers quickly when it comes to recommending a meal or sightseeing. Most of the guests appreciated, the housekeeping team for keeping the rooms spotless (Arroyo Herrera, 2022). Overall, the staff of the hotel provides excellent services in varied areas, such as check-in, the kitchen, housekeeping, and restaurant.

Branches

Premier Inn is one of the largest hotel chains and has various branches located around 900 locations across the United Kingdom and Germany (Bisno, 2023). While there is just one particular hotel situated in Staines.

Turnover

Hotel Premier Inn is owned by Whitbread which operates around 900 hotels in Germany and the United Kingdom, as well as various restaurant chains, including Brewers Fayre and Beefeater (Dey, 2022). The financial performance of the hotel chain in the year 2020 generated a revenue of around \$911.5m and witnessed an operating profit of \$266.5m. In the financial year that is March 2023, the hotel reported an increase of 50% in its total revenue which accounted for \$2.5 bn. The factors for increasing was suspected to be

Sample: SWOT Analysis

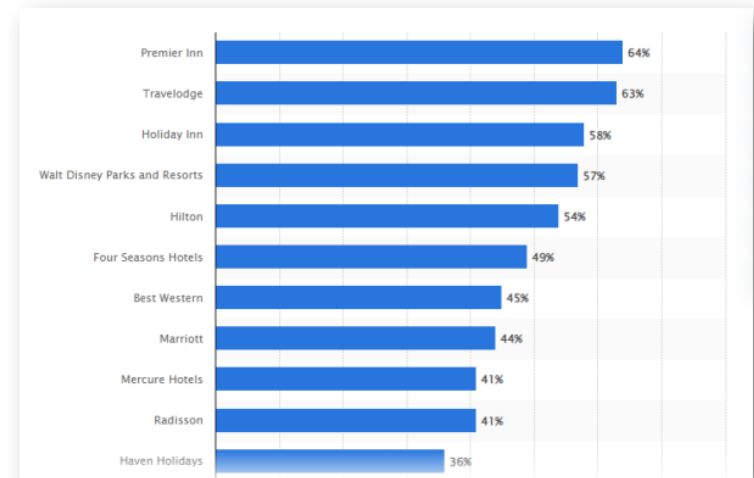
Swot Analysis

A swot analysis is a strategic management tool that helps organisations and decision makers analyse strengths and weaknesses, develop strategies for finding new opportunities, and minimise threats to ensure long term suitability in the market. A detailed swot analysis of Premier Inn aims to examine the strengths and weaknesses of the hotel. This analysis also aims to find opportunities to help ensure future growth considerations. Moreover, discussing threats and developing strategies to minimise them can help develop a recommendation.

Strengths

Due to its quality and consistency, Premier Inn has built a strong and recognisable brand in the United Kingdom and other international markets. Premier Inn is the United Kingdom's largest hotel chain, with the most satisfied customers worldwide. Research indicates that Premier Inn has more than 68.9 percent occupancy rate, which is very good in the industry. Many guests like its pillow, blackout curtains and cosy duvet. According to the annual reports of Whitbread in 2023, the Premier Inn has more than 840 hotels in the UK.

the following graph indicates the market share of hotels in the United Kingdom (Statista, 2022c)



Weaknesses

Limited global presence is the premier Inn hotel's biggest weakness compared with other hospitality giants such as Pearl Continental, Hilton, Marriott International, IHG and IHG. Reports indicate that some Premier Inn hotels in Wales are accused of refusing refunds to customers who booked rooms. This complaint faced strict local lockdowns in the country and

Recap

- ✓ Ethic form
- ✓ Introduced Literature Review section
- ✓ Discussed methodology
- ✓ Discussed Case Study Hotel Overview and Findings

Reminder: Research Project workshops and Supervision:

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Things to do before next week class

Based on your confirmed topic, complete your introduction, briefly write literature review, methodology, Case Study Hotel Overview and Findings.

Hotel placement idea/issue discussion

Stay back for a brief discussion about your topic idea, if you want to do.

Any Questions?

Next Week!

- Project Plan review: Discussion; Conclusion, and Recommendations/Practical strategies

**Thank You
For
Joining**

See you next week!

Dr Ernest Balutie Wavei

Email: e.wavei@uwtsd.ac.uk